	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Pct of Payroll added for Direct Expenses	9.10%	15.51%	12.34%	14.99%								
2		(actual)	(actual)	(actual)	(actual)								
3													
4	*1991 Budget*	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
5		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
6													
7	**SALES AND ROYALTY INCOME**				390000 +								
8	Subscription Sales ✓	372,997	454,287	491,929	~~400,000~~	32%	8%	-19%		51%	83%	70%	65%
9	Back Issue Sales KAS/SR	3,541	7,917	13,492	12,000	+ 281%	70%	-11%		0%	1%	2%	2%
10	Mailing List Sales ✓	17,877	19,273	24,851	20,000 ~~18,000~~	+ 39%	29%	-28%		2%	4%	4%	3%
11	Direct Distribution Sales PK	67,998	80,700	86,875	75,000	+ 28%	8%	-14%		9%	15%	12%	12%
12	Warner Sales ✓	56,685	59,227	87,993	80,000	+ 55%	49%	-9%		8%	11%	12%	13%
13	Book & Other Product Sales KAJ	23,107	30,232	33,329	20,000	+ 44%	10%	-40%		3%	6%	5%	3%
14	Book(& CD-ROM)Royalty Income ✓	167,500	10,000	41,625	5,000	-75%	316%	-88%		23%	2%	6%	1%
15	Book(& CD-ROM)Production Monies ✓	112,500	24,193	25,000	9,700	-78%	3%	-61%		16%	4%	4%	2%
16	Change In Sub Liability DL	-96,972	-137,819	-100,000	0	+ 3%	-27%	-100%		-13%	-25%	-14%	0%
17	**INCOME SUBTOTAL**	**725,233**	**548,011**	**705,095**	**619,700**	**-3%**	**29%**	**-12%**		**100%**	**100%**	**100%**	**100%**
18													
19	**OTHER INCOME**												
20	Chronicle Income	28,600	28,600	28,050	28,000	-2%	-2%	0%		53%	32%	13%	47%
21	Unclassifieds Income SR	4,494	4,928	7,991	8,000	78%	62%	0%		8%	6%	4%	14%
22	Misc Royalty Income	2,371	2,788	2,038	2,000	-14%	-27%	-2%		4%	3%	1%	3%
23	Production Projects Income	0	0	401	0	all +	all +	-100%		0%	0%	0%	0%
24	Contributions General KA	12,736	29,252	11,747	12,000	-8%	-60%	2%		23%	33%	6%	20%
25	Contributions WEI	0	15,727	50,267	0	all +	220%	-100%		0%	18%	24%	0%
26	Cyberthon Income	0	0	91,865	0	all +	all +	-100%		0%	0%	44%	0%
27	Library Project Income	0	0	5,000	0	all +	all +	-100%		0%	0%	2%	0%
28	Environmental Projects Income	0	0	0	0	all +	all +	all +		0%	0%	0%	0%
29	Interest Income KT/CG	4,332	3,899	5,893	6,000	36%	51%	2%		8%	4%	3%	10%
30	Sale of Assets	0	25	1,000	0	all +	3900%	-100%		0%	0%	0%	0%
31	Miscellaneous Income	1,895	2,843	3,974	3,000	110%	40%	-25%		3%	3%	2%	5%
32	Pass Thru Grants Contrib. to Gen'l OH	0	0	0	0	all +	all +	all +		0%	0%	0%	0%
33	**TOTAL OTHER INCOME**	**54,429**	**88,062**	**208,226**	**59,000**	**283%**	**136%**	**-72%**		**100%**	**100%**	**100%**	**100%**
34													
35	Grants Income	19,750	15,100	15,575	0	-21%	3%	-100%					
36	***TOTAL REVENUE***	***799,412***	***651,173***	***928,895***	***678,700***	**16%**	**43%**	**-27%**					
37													

Δ in
SUB SALES − SUB LIAB.

88	89	90
373	454	492
− 97	−137	−100
276	317	392

?

Postage

	A	B	C	D	E	F	G	H	I	J	K	L	M
38	COST OF SALES												
39	Circulation Pay *	45,088	46,425	32,375	32,000	-28%	-30%	-1%		6%	9%	6%	6%
40	Sub Fulfillment ✓	36,137	36,238	34,302	40,000	-5%	-5%	17%		5%	7%	6%	7%
41	Sub Premium Offers ✓	0	25,076	1,587	0	all +	-94%	-100%		0%	5%	0%	0%
42	MacSub Fulfillment OPS ✓	4,388	154	727	0	-83%	372%	-100%		1%	0%	0%	0%
43	MacSUB Fulfillment Pay ✓	24,841	27,995	22,278	30,000	-10%	-20%	-35%		3%	5%	4%	6%
44	Circulation Promo & DM ✓	18,319	6,093	11,552	16,000	-37%	90%	-39%		2%	1%	2%	3%
45	Renewal & Billing Expenses ✓	20,514	10,175	25,273	25,000	23%	148%	-1%		3%	2%	5%	5%
46	Insert Expenses ✓	10,855	11,420	11,023	8,000	2%	-3%	-27%		1%	2%	2%	1%
47	Credit Card Discount ✓	1,692	2,965	3,795	4,000	124%	28%	5%		0%	1%	1%	1%
48	Direct Distributor Expenses ✓	5,938	5,887	8,415	9,000	42%	43%	7%		1%	1%	2%	2%
49	Warner Expenses ✓	10,511	11,601	11,234	12,000	7%	-3%	7%		1%	2%	2%	2%
50	Printing Magazine (✓)	90,885	94,884	95,598	99,000	5%	1%	4%		12%	17%	17%	18%
51	Mailing List Fulfillment ✓	2,725	2,554	3,164	3,500	16%	24%	11%		0%	0%	1%	1%
52	Editorial Pay	50,721	62,115	66,001	66,000	30%	6%	0%		7%	11%	12%	12%
53	Writers and Contributors	31,190	31,565	30,919	32,000	-1%	-2%	3%		4%	6%	6%	6%
54	Misc Editorial Expenses	2,626	9,613	4,526	8,000	72%	-53%	77%		0%	2%	1%	1%
55	Pre Press	17,427	19,385	17,314	19,000	-1%	-11%	10%		2%	4%	3%	4%
56	Research Pay	19,139	18,387	14,359	15,000	-25%	-22%	4%		3%	3%	3%	3%
57	Research Expense	1,858	5,149	2,214	3,000	19%	-57%	36%		0%	1%	0%	1%
58	Production Pay	51,032	53,010	56,349	56,000	10%	6%	-1%		7%	10%	10%	10%
59	Production OPS	38	0	1,190	2,000	~~3008%~~	all +	68%		0%	0%	0%	0%
60	Outside Production Work	3,805	5,027	5,248	5,000	38%	4%	-5%		1%	1%	1%	1%
61	Production Supplies	4,074	2,082	2,684	3,000	-34%	29%	12%		1%	0%	0%	1%
62	Book, CD-ROM & GBN Salaries & OPS *	211,415	7,589	32,558	5,508	-85%	329%	-83%		28%	1%	6%	1%
63	Book, CD-ROM & GBN Expenses *	42,687	3,211	20,989	5,550	-51%	554%	-74%		6%	1%	4%	1%
64	Purchase & Promo of Books etc.	9,296	20,293	16,036	12,000	72%	-21%	-25%		1%	4%	3%	2%
65	Fulfillment of Books	1,701	2,821	4,671	3,000	175%	66%	-36%		0%	1%	1%	1%
66	Chronicle Expenses	22,952	21,531	24,406	24,000	6%	13%	-2%		3%	4%	4%	4%
67	Change In Inventory	0	0	0	0	all +	all -	all -		0%	0%	0%	0%
68	TOTAL COST OF SALES	741,854	543,244	560,786	537,558	-24%	3%	-4%		100%	100%	100%	100%
69													
70	GROSS MARGIN	57,558	107,928	368,109	141,142	540%	241%	-62%					
71													

	A	B	C	D	E	F	G	H	I	J	K	L	M
72	GENERAL AND ADMINISTRATIVE EXPENSES												
73	Office Pay K5, C9+K5	31,813	30,028	36,221	36,000	14%	21%	-1%		18%	16%	11%	15%
74	Pub and Admin Pay	12,940	16,052	24,749	26,000	91%	54%	5%		7%	8%	8%	11%
75	Pub and Admin Pre Project Pay	765	4,713	2,346	5,000	207%	-50%	113%		0%	2%	1%	2%
76	Director Pay	0	0	20,517	35,000	all +	all +	71%		0%	0%	6%	15%
77	Insurance Workers Comp	2,694	5,158	3,806	5,000	41%	-26%	31%		2%	3%	1%	2%
78	Insurance Other	1,715	2,186	1,942	1,800	13%	-11%	-7%		1%	1%	1%	1%
79	Paid Vacation & Bonus Expense	10,660	9,764	6,236	8,000	-42%	-36%	28%		6%	5%	2%	3%
80	Kaiser Health Plan	3,237	3,828	5,392	6,000	67%	41%	11%		2%	2%	2%	3%
81	Taxes Other	2,148	2,040	1,827	2,000	-15%	-10%	9%		1%	1%	1%	1%
82	Taxes Payroll	24,889	25,059	27,756	28,000	12%	11%	1%		14%	13%	9%	12%
83	Office and Computer Supplies	5,780	3,446	8,345	8,000	44%	142%	-4%		3%	2%	3%	3%
84	Equip Rental Maint and Supplies	6,890	7,972	4,655	5,000	-32%	-42%	7%		4%	4%	1%	2%
85	Telephone	8,576	6,281	6,777	7,000	-21%	8%	3%		5%	3%	2%	3%
86	Postage & FAX	11,244	10,210	8,771	10,000	-22%	-14%	14%		6%	5%	3%	4%
87	Container Rent	2,410	2,510	2,610	2,640	8%	4%	1%		1%	1%	1%	1%
88	Building Rent	35,248	36,523	37,182	37,500	5%	2%	1%		20%	19%	11%	16%
89	Building Maintenance	1,097	1,414	1,963	2,500	79%	39%	27%		1%	1%	1%	1%
90	Utilities	5,218	3,978	3,251	3,500	-38%	-18%	8%		3%	2%	1%	1%
91	WEI Fundraising Salaries	0	18	0	0	all +	-100%	all -		0%	0%	0%	0%
92	WEI Fundraising OPS	0	10,894	14,000	0	all +	29%	-100%		0%	6%	4%	0%
93	WEI Fundraising Expenses	0	4,807	3,570	0	all +	-26%	-100%		0%	2%	1%	0%
94	Cyberthon Salaries	0	0	3,022	0	all +	all -	-100%		0%	0%	1%	0%
95	Cyberthon OPS	0	0	14,500	0	all +	all -	-100%		0%	0%	4%	0%
96	Cyberthon Expenses	0	0	71,639	0	all +	all -	-100%		0%	0%	22%	0%
97	Library Project Salaries	0	0	3,302	0	all +	all -	-100%		0%	0%	1%	0%
98	Library Project OPS	0	0	125	0	all +	all -	-100%		0%	0%	0%	0%
99	Library Project Expenses	0	0	230	0	all +	all -	-100%		0%	0%	0%	0%
100	Environmental Projects Salaries	0	0	54	0	all +	all -	-100%		0%	0%	0%	0%
101	Environmental Projects OPS	0	0	0	0	all +	all -	all -		0%	0%	0%	0%
102	Environmental Projects Expenses	0	0	31	0	all +	all -	-100%		0%	0%	0%	0%
103	Legal Professional and Copyright	3,887	4,433	1,323	2,000	-66%	-70%	51%		2%	2%	0%	1%
104	Interest and Penalties	2,783	2,523	2,075	2,000	-25%	-18%	-4%		2%	1%	1%	1%
105	Bank Service Fees	1,347	554	586	600	-57%	6%	2%		1%	0%	0%	0%
106	Misc Pub and Admin Expenses	0	0	3,664	4,000	all +	all -	9%		0%	0%	1%	2%
107	Misc Expenses	1,414	1,321	1,236	1,500	-13%	-6%	21%		1%	1%	0%	1%
108	WELL Repay Expenses	-3,600	-2,996	0	0	-100%	-100%	all -		-2%	-2%	0%	0%
109	TOTAL GEN AND ADMIN EXPENSES	173,155	192,716	323,702	239,040	87%	68%	-26%		100%	100%	100%	100%
110													
111	Grants Expense	19,750	15,075	7,500	0	-62%	-50%	-100%					
112	CHANGE IN FUND BALANCE	*-135,347*	*-99,863*	*36,907*	*-97,898*	-127%	-137%	-365%					
113													
114													

	A	B	C	D	E	F	G	H	I	J	K	L	M
115	**Dept. Contributions to General Overhead**												
116	Circ/Full/Dir Sales Contrib. to General O	0	0	35,000	35,000	all +	all +	0%		na	na	na	26%
117	Edit/Research Contrib. to General O/H	0	0	45,000	45,000	all +	all +	0%		na	na	na	34%
118	Production Contrib. to General O/H	0	0	45,000	45,000	all +	all +	0%		na	na	na	34%
119	Ecolog Contrib. to General O/H	0	0	10,000	0	all +	all +	-100%		na	na	na	0%
120	Chronicle Contrib. to General O/H	0	0	6,000	6,000	all +	all +	0%		na	na	na	4%
121	Unclassifieds Contrib. to General O/H	0	0	2,500	2,500	all +	all +	0%		na	na	na	2%
122	WEI FR Contrib. to General O/H	0	0	9,000	0	all +	all +	-100%		na	na	na	0%
123	WEI Cyberthon Contrib. to General O/H	0	0	5,000	0	all +	all +	-100%		na	na	na	0%
124	WEI Library Contrib. to General O/H	0	0	2,000	0	all +	all +	-100%		na	na	na	0%
125	WEI Envir. Contrib. to General O/H	0	0	1,000	0	all +	all +	-100%		na	na	na	0%
126	Pass Thru Grants Contrib. to General O/H	0	0	500	0	all +	all +	-100%		na	na	na	0%
127	**Total Dept. Contribs. to General O/H**	*0*	*0*	*161,000*	*133,500*	*all +*	*all +*	*-17%*		*na*	*na*	*na*	*100%*
128													
129													
130													

	A	B	C	D	E	F	G	H	I	J	K	L	M
131	Circ/Full/Direct Sales Dept Summary	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
132		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
133	* INCOME *												
134													
135	Subscription Sales	372,997	454,287	491,929	400,000	32%	8%	-19%		81%	84%	76%	65%
136	Back Issue Sales	3,541	7,917	13,492	12,000	281%	70%	-11%		1%	1%	2%	2%
137	Contributions General	12,736	29,252	11,747	12,000	-8%	-60%	2%		3%	5%	2%	2%
138	Change In Sub Liability	-96,972	-137,819	-100,000	0	3%	-27%	-100%		-21%	-25%	-15%	0%
139	*Total Sub/Back Issue/Contrib Income:*	*292,303*	*353,637*	*417,168*	*424,000*	*43%*	*18%*	*2%*		*64%*	*65%*	*64%*	*69%*
140													
141	Direct Distribution Sales	67,998	80,700	86,875	75,000	28%	8%	-14%		15%	15%	13%	12%
142	Warner Sales	56,685	59,227	87,993	80,000	55%	49%	-9%		12%	11%	14%	13%
143	*Total Newsstand Income:*	*124,683*	*139,927*	*174,869*	*155,000*	*40%*	*25%*	*-11%*		*27%*	*26%*	*27%*	*25%*
144													
145	Mailing List Sales	17,877	19,273	24,851	18,000	39%	29%	-28%		4%	4%	4%	3%
146	*Total Mailing List Income:*	*17,877*	*19,273*	*24,851*	*18,000*	*39%*	*29%*	*-28%*		*4%*	*4%*	*4%*	*3%*
147													
148	Book & Other Product Sales	23,107	30,232	33,329	20,000	44%	10%	-40%		5%	6%	5%	3%
149	*Total Book & Other Product Income:*	*23,107*	*30,232*	*33,329*	*20,000*	*44%*	*10%*	*-40%*		*5%*	*6%*	*5%*	*3%*
150													
151	* TOTAL INCOME *	457,970	543,070	650,217	617,000	42%	20%	-5%		100%	100%	100%	100%
152													
153	* EXPENSES *												
154													
155	Sub Fulfillment	36,137	36,238	34,302	40,000	-5%	-5%	17%		12%	12%	11%	12%
156	Sub Premium Offers	0	25,076	1,587	0	all +	-94%	-100%		0%	8%	0%	0%
157	MacSub Fulfillment OPS	4,388	154	727	0	-83%	372%	-100%		2%	0%	0%	0%
158	MacSUB Fulfillment OPS O/H	542	19	90	0	-83%	372%	-100%		0%	0%	0%	0%
159	MacSUB Fulfillment Pay	24,841	27,995	22,278	30,000	-10%	-20%	35%		9%	9%	7%	9%
160	MacSUB Fulfillment Pay O/H	3,066	3,455	2,750	4,497	-10%	-20%	64%		1%	1%	1%	1%
161	Credit Card Discount	1,692	2,965	3,795	4,000	124%	28%	5%		1%	1%	1%	1%
162	*Total Sub Fulfillment Expenses:*	*70,666*	*95,901*	*65,528*	*78,497*	*-7%*	*-32%*	*20%*		*24%*	*31%*	*20%*	*23%*
163													
164	Printing Magazine	90,885	94,884	95,598	99,000	5%	1%	4%		31%	30%	30%	29%
165	*Total Printing Expense:*	*90,885*	*94,884*	*95,598*	*99,000*	*5%*	*1%*	*4%*		*31%*	*30%*	*30%*	*29%*
166													
167	Circulation Pay	45,088	46,425	32,375	32,000	-28%	-30%	-1%		15%	15%	10%	9%
168	Circulation Pay O/H	5,565	5,730	3,996	4,797	-28%	-30%	20%		2%	2%	1%	1%
169	Circulation Promo & DM	18,319	6,093	11,552	16,000	-37%	90%	39%		6%	2%	4%	5%
170	Renewal & Billing Expenses	20,514	10,175	25,273	25,000	23%	148%	-1%		7%	3%	8%	7%
171	Insert Expenses	10,855	11,420	11,023	8,000	2%	-3%	-27%		4%	4%	3%	2%
172	Direct Distributor Expenses	5,938	5,887	8,415	9,000	42%	43%	7%		2%	2%	3%	3%
173	Warner Expenses	10,511	11,601	11,234	12,000	7%	-3%	7%		4%	4%	3%	4%
174	*Total Promotional Expenses:*	*116,789*	*97,332*	*103,868*	*106,797*	*-11%*	*7%*	*3%*		*40%*	*31%*	*32%*	*32%*
175													
176	Mailing List Fulfillment	2,725	2,554	3,164	3,500	16%	24%	11%		1%	1%	1%	1%
177	*Total Mailing List Rental Expenses:*	*2,725*	*2,554*	*3,164*	*3,500*	*16%*	*24%*	*11%*		*1%*	*1%*	*1%*	*1%*
178													
179	Purchase & Promo of Books etc.	9,296	20,293	16,036	12,000	72%	-21%	-25%		3%	6%	5%	4%
180	Fulfillment of Books	1,701	2,821	4,671	3,000	175%	66%	-36%		1%	1%	1%	1%
181	Change In Inventory	0	0	0	0	all +	all -	all -		0%	0%	0%	0%
182	*Total Book & Other Product Expenses:*	*10,998*	*23,114*	*20,707*	*15,000*	*88%*	*-10%*	*-28%*		*4%*	*7%*	*6%*	*4%*
183													
184	*Circ/Full/Dir Sales Contrib. to General C*	*0*	*0*	*35000*	*35,000*	*all +*	*all +*	*0%*		*0%*	*0%*	*11%*	*10%*
185													
186	* TOTAL EXPENSES *	*292,062*	*313,785*	*323,865*	*337,795*	*11%*	*3%*	*4%*		100%	100%	100%	100%
187													
188	*Circ/Full/Direct Sales Dept. Net:*	*165,907*	*229,285*	*326,351*	*279,205*	*97%*	*42%*	*-14%*					
189													

	A	B	C	D	E	F	G	H	I	J	K	L	M
190	**Edit/Research Dept Summary**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
191		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
192	*Expenses:*												
193	Editorial Pay	50,721	62,115	66,001	66,000	30%	6%	0%		44%	45%	38%	36%
194	Editorial Pay O/H	6,260	7,667	8,146	9,894	30%	6%	21%		5%	6%	5%	5%
195	Writers and Contributors	31,190	31,565	30,919	32,000	-1%	-2%	3%		27%	23%	18%	18%
196	Misc Editorial Expenses	2,626	9,613	4,526	8,000	72%	-53%	77%		2%	7%	3%	4%
197	Research Pay	19,139	18,387	14,359	15,000	-25%	-22%	4%		17%	13%	8%	8%
198	Research Pay O/H	2,362	2,269	1,772	2,249	-25%	-22%	27%		2%	2%	1%	1%
199	Research Expense	1,858	5,149	2,214	3,000	19%	-57%	36%		2%	4%	1%	2%
200	Edit/Research Contrib. to General O/H	0	0	45,000	45,000	all +	all +	0%		0%	0%	26%	25%
201	*Total Expenses (no income):*	*114,157*	*136,765*	*172,936*	*181,143*	*51%*	*26%*	*5%*		*100%*	*100%*	*100%*	*100%*
202													
203	*Edit/Research Dept Net:*	*-114,157*	*-136,765*	*-172,936*	*-181,143*	*51%*	*26%*	*5%*					
204													
205	**Production Dept. Summary**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
206		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
207	*Income:*												
208	Production Projects Income	0	0	401	0	all +	all -	-100%		#NUMI	#NUMI	100%	#NUMI
209	*Total Income:*	*0*	*0*	*401*	*0*	*all +*	*all -*	*-100%*		*#NUMI*	*#NUMI*	*100%*	*#NUMI*
210													
211	*Expenses:*												
212	Pre Press	17,427	19,385	17,314	19,000	-1%	-11%	10%		21%	23%	13%	14%
213	Production Pay	51,032	53,010	56,349	56,000	10%	6%	-1%		62%	62%	42%	40%
214	Production Pay O/H	6,299	6,543	6,955	8,395	10%	6%	21%		8%	8%	5%	6%
215	Production OPS	38	0	1,190	2,000	3008%	all -	68%		0%	0%	1%	1%
216	Production OPS O/H	5	0	147	300	3008%	all -	104%		0%	0%	0%	0%
217	Outside Production Work	3,805	5,027	5,248	5,000	38%	4%	-5%		5%	6%	4%	4%
218	Production Supplies	4,074	2,082	2,684	3,000	-34%	29%	12%		5%	2%	2%	2%
219	Production Contrib. to General O/H	0	0	45,000	45,000	all +	all +	0%		0%	0%	33%	32%
220	*Total Expenses:*	*82,680*	*86,047*	*134,888*	*138,695*	*63%*	*57%*	*3%*		*100%*	*100%*	*100%*	*100%*
221													
222	*Production Dept Net:*	*-82,680*	*-86,047*	*-134,487*	*-138,695*	*63%*	*56%*	*3%*					
223													
224	**Books, CD-ROM & GBN Summary**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
225		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
226	*Income:*												
227	Book & CD-ROM Royalty Income	167,500	10,000	41,625	5,000	-75%	316%	-88%		60%	29%	62%	34%
228	Book & CD-ROM Production Monies *	112,500	24,193	25,000	9,700	-78%	3%	-61%		40%	71%	38%	66%
229	*Total Income:*	*280,000*	*34,193*	*66,625*	*14,700*	*-76%*	*95%*	*-78%*		*100%*	*100%*	*100%*	*100%*
230													
231	*Expenses:*												
232	Book, CD-ROM & GBN Salaries & OPS *	211,415	7,589	32,558	5,508	-85%	329%	-83%		83%	70%	51%	50%
233	Book, CD-ROM & GBN Expenses *	42,687	3,211	20,989	5,550	-51%	554%	-74%		17%	30%	33%	50%
234	Ecolog Contrib. to General O/H	0	0	10,000	0	all +	all +	-100%		0%	0%	16%	0%
235	*Total Expenses:*	*254,102*	*10,800*	*63,547*	*11,058*	*-75%*	*488%*	*-83%*		*100%*	*100%*	*100%*	*100%*
236													
237	*Books, CD-ROM & GBN Net:*	*25,898*	*23,393*	*3,078*	*3,642*	*-88%*	*-87%*	*18%*					
238													
239	**Chronicle Summary**												
240	*Income:*												
241	Chronicle Income	28,600	28,600	28,050	28,000	-2%	-2%	0%		100%	100%	100%	100%
242	*Total Income:*	*28,600*	*28,600*	*28,050*	*28,000*	*-2%*	*-2%*	*0%*		*100%*	*100%*	*100%*	*100%*
243													
244	*Expenses:*												
245	Chronicle Expenses	22,952	21,531	24,406	24,000	6%	13%	-2%		89%	89%	73%	71%
246	Chronicle Pay O/H	2,833	2,658	3,012	3,598	6%	13%	19%		11%	11%	9%	11%
247	Chronicle Contrib. to General O/H	0	0	6,000	6,000	all +	all +	0%		0%	0%	18%	18%
248	*Total Expenses:*	*25,785*	*24,189*	*33,418*	*33,598*	*30%*	*38%*	*1%*		*100%*	*100%*	*100%*	*100%*
249													
250	*Chronicle Net:*	*2,815*	*4,411*	*-5,368*	*-5,598*	*-291%*	*-222%*	*4%*					

	A	B	C	D	E	F	G	H	I	J	K	L	M
251													
252	**Unclassifieds Summary:**												
253	*Income:*												
254	Unclassifieds Income	4,494	4,928	7,991	8,000	78%	62%	0%		100%	100%	100%	100%
255	*Total Income:*	*4,494*	*4,928*	*7,991*	*8,000*	*78%*	*62%*	*0%*		*100%*	*100%*	*100%*	*100%*
256													
257	*Expenses:*												
258	Unclassifieds Contrib. to General O/H	0	0	2,500	2,500	all +	all +	0%		#NUMI	#NUMI	100%	100%
259	*Total Expenses:*	*0*	*0*	*2,500*	*2,500*	*all +*	*all -*	*0%*		*#NUMI*	*#NUMI*	*100%*	*100%*
260													
261	*Unclassifieds Net:*	*4,494*	*4,928*	*5,491*	*5,500*	*22%*	*11%*	*0%*					
262													

	A	B	C	D	E	F	G	H	I	J	K	L	M
263	**WE Institute Summary:**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
264		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
265	* INCOME *												
266													
267	Contributions WEI	0	15,727	50,267	0	all +	220%	-100%		#NUMI	100%	34%	#NUMI
268	Cyberthon Income	0	0	91,865	0	all +	all -	-100%		#NUMI	0%	62%	#NUMI
269	Library Project Income	0	0	5,000	0	all +	all -	-100%		#NUMI	0%	3%	#NUMI
270	Environmental Projects Income	0	0	0	0	all +	all -	all -		#NUMI	0%	0%	#NUMI
271													
272	* TOTAL INCOME *	*0*	*15,727*	*147,132*	*0*	*all +*	*836%*	*-100%*		*#NUMI*	*100%*	*100%*	*#NUMI*
273													
274	* EXPENSES *												
275													
276	WEI Fundraising Salaries	0	18	0	0	all +	-100%	all -		#NUMI	0%	0%	#NUMI
277	WEI Fundraising Salaries O/H	0	2	0	0	all +	-100%	all -		#NUMI	0%	0%	#NUMI
278	WEI Fundraising OPS	0	10,894	14,000	0	all +	29%	-100%		#NUMI	64%	11%	#NUMI
279	WEI Fundraising OPS O/H	0	1,345	1,728	0	all +	29%	-100%		#NUMI	8%	1%	#NUMI
280	WEI Fundraising Expenses	0	4,807	3,570	0	all +	-26%	-100%		#NUMI	28%	3%	#NUMI
281	WEI FR Contrib. to General O/H	0	0	9,000	0	all +	all +	-100%		#NUMI	0%	7%	#NUMI
282	*Total WEI FR Expenses*	*0*	*17,066*	*28,298*	*0*	*all +*	*66%*	*-100%*		*#NUMI*	*100%*	*21%*	*#NUMI*
283													
284	Cyberthon Salaries	0	0	3,022	0	all +	all -	-100%		#NUMI	0%	2%	#NUMI
285	Cyberthon Salaries O/H	0	0	373	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
286	Cyberthon OPS	0	0	14,500	0	all +	all -	-100%		#NUMI	0%	11%	#NUMI
287	Cyberthon OPS O/H	0	0	1,790	0	all +	all -	-100%		#NUMI	0%	1%	#NUMI
288	Cyberthon Expenses	0	0	71,639	0	all +	all -	-100%		#NUMI	0%	54%	#NUMI
289	WEI Cyberthon Contrib. to General O/H	0	0	5,000	0	all +	all +	-100%		#NUMI	0%	4%	#NUMI
290	*Total Cyberthon Expenses*	*0*	*0*	*96,323*	*0*	*all +*	*all -*	*-100%*		*#NUMI*	*0%*	*73%*	*#NUMI*
291													
292	Library Project Salaries	0	0	3,302	0	all +	all -	-100%		#NUMI	0%	3%	#NUMI
293	Library Project Salaries O/H	0	0	408	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
294	Library Project OPS	0	0	125	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
295	Library Project OPS O/H	0	0	15	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
296	Library Project Expenses	0	0	230	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
297	WEI Library Contrib. to General O/H	0	0	2,000	0	all +	all +	-100%		#NUMI	0%	2%	#NUMI
298	*Total Library Project Expenses*	*0*	*0*	*6,080*	*0*	*all +*	*all -*	*-100%*		*#NUMI*	*0%*	*5%*	*#NUMI*
299													
300	Environmental Projects Salaries	0	0	54	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
301	Environmental Projects Salaries O/H	0	0	7	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
302	Environmental Projects OPS	0	0	0	0	all +	all -	all -		#NUMI	0%	0%	#NUMI
303	Environmental Projects OPS O/H	0	0	0	0	all +	all -	all -		#NUMI	0%	0%	#NUMI
304	Environmental Projects Expenses	0	0	31	0	all +	all -	-100%		#NUMI	0%	0%	#NUMI
305	WEI Envir. Contrib. to General O/H	0	0	1,000	0	all +	all +	-100%		#NUMI	0%	1%	#NUMI
306	*Total Environmental Projects Expenses*	*0*	*0*	*1,092*	*0*	*all +*	*all -*	*-100%*		*#NUMI*	*0%*	*1%*	*#NUMI*
307													
308	** TOTAL EXPENSES **	*0*	*17,066*	*131,793*	*0*	*all +*	*672%*	*-100%*		*#NUMI*	*100%*	*100%*	*#NUMI*
309													
310	WEI Fundraising Net	0	-1,339	21,969	0	all +	-1741%	-100%		#NUMI	100%	143%	#NUMI
311	Cyberthon Net	0	0	-4,458	0	all +	all -	-100%		#NUMI	0%	-29%	#NUMI
312	Library Project Net	0	0	-1,080	0	all +	all -	-100%		#NUMI	0%	-7%	#NUMI
313	Environmental Projects Net	0	0	-1,092	0	all +	all -	-100%		#NUMI	0%	-7%	#NUMI
314													
315	*WE Institute Net:*	*0*	*-1,339*	*15,339*	*0*	*all +*	*#####*	*-100%*		*#NUMI*	*100%*	*100%*	*#NUMI*
316													
317	**Pass Thru Grants Summary:**												
318	*Income:*												
319	Grants Income	19,750	15,100	15,575	0	-21%	3%	-100%		na	na	na	na
320	*Total Income:*	*19,750*	*15,100*	*15,575*	*0*	*-21%*	*3%*	*-100%*		na	na	na	na
321													
322	*Expenses:*												
323	Grants Expense	19,750	15,075	7,500	0	-62%	-50%	-100%		na	na	na	na

	A	B	C	D	E	F	G	H	I	J	K	L	M
324	Pass Thru Grants Contrib. to General O/H	0	0	500	0	all +	all +	-100%		na	na	na	na
325	*Total Expenses:*	*19,750*	*15,075*	*8,000*	*0*	*-59%*	*-47%*	*-100%*		na	na	na	na
326													
327	*Pass Thru Grants Net:*	*0*	*25*	*7,575*	*0*	*all +*	*#####*	*-100%*					
328													

	A	B	C	D	E	F	G	H	I	J	K	L	M
329	General/Admin/Misc Summary:	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
330		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
331	* Income *												
332													
333	Misc Royalty Income	2,371	2,788	2,038	2,000	-14%	-27%	-2%		6%	6%	1%	1%
334	Interest Income	4,332	3,899	5,893	6,000	36%	51%	2%		11%	9%	3%	3%
335	Sale of Assets	0	25	1,000	0	all +	3900%	-100%		0%	0%	0%	0%
336	Miscellaneous Income	1,895	2,843	3,974	3,000	110%	40%	-25%		5%	6%	2%	2%
337	*Total Misc. Pub & Admin Income*	*8,599*	*9,555*	*12,905*	*11,000*	*50%*	*35%*	*-15%*		*21%*	*21%*	*6%*	*6%*
338													
339	MacSUB Fulfillment OPS O/H	542	19	90	0	-83%	372%	-100%		1%	0%	0%	0%
340	MacSUB Fulfillment Pay O/H	3,066	3,455	2,750	4,497	-10%	-20%	64%		7%	8%	1%	2%
341	Circulation Pay O/H	5,565	5,730	3,996	4,797	-28%	-30%	20%		14%	13%	2%	2%
342	Editorial Pay O/H	6,260	7,667	8,146	9,894	30%	6%	21%		15%	17%	4%	5%
343	Research Pay O/H	2,362	2,269	1,772	2,249	-25%	-22%	27%		6%	5%	1%	1%
344	Production Pay O/H	6,299	6,543	6,955	8,395	10%	6%	21%		15%	14%	3%	4%
345	Production OPS O/H	5	0	147	300	3008%	all -	104%		0%	0%	0%	0%
346	Chronicle Pay O/H	2,833	2,658	3,012	3,598	6%	13%	19%		7%	6%	1%	2%
347	Pub and Admin Pay O/H	1,597	1,981	3,055	3,898	91%	54%	28%		4%	4%	1%	2%
348	Pub and Admin Pre Project Pay O/H	94	582	290	750	207%	-50%	159%		0%	1%	0%	0%
349	Director Pay O/H	0	0	2,532	5,247	all +	all -	107%		0%	0%	1%	3%
350	Office Pay O/H	3,927	3,706	4,471	5,397	14%	21%	21%		10%	8%	2%	3%
351	WEI Fundraising Salaries O/H	0	2	0	0	all +	-100%	all -		0%	0%	0%	0%
352	WEI Fundraising OPS O/H	0	1,345	1,728	0	all +	29%	-100%		0%	3%	1%	0%
353	Cyberthon Salaries O/H	0	0	373	0	all +	all -	-100%		0%	0%	0%	0%
354	Cyberthon OPS O/H	0	0	1,790	0	all +	all -	-100%		0%	0%	1%	0%
355	Library Project Salaries O/H	0	0	408	0	all +	all -	-100%		0%	0%	0%	0%
356	Library Project OPS O/H	0	0	15	0	all +	all -	-100%		0%	0%	0%	0%
357	Environmental Projects Salaries O/H	0	0	7	0	all +	all -	-100%		0%	0%	0%	0%
358	Environmental Projects OPS O/H	0	0	0	0	all +	all -	all -		0%	0%	0%	0%
359	*Total Salary/OPS Overhead Income*	*32,550*	*35,957*	*41,536*	*49,023*	*28%*	*16%*	*18%*		*79%*	*79%*	*19%*	*25%*
360													
361	*Total Dept. Contrib. to General O/H Incon*	*0*	*0*	*161,000*	*133,500*	*all +*	*all -*	*-17%*		*0%*	*0%*	*75%*	*69%*
362													
363	* Total Income *	41,149	45,512	215,441	193,523	11%	373%	-10%		100%	100%	100%	100%
364													

	A	B	C	D	E	F	G	H	I	J	K	L	M
365	* Expenses *												
366													
367	Pub and Admin Pay	12,940	16,052	24,749	26,000	91%	54%	5%		7%	9%	11%	10%
368	Pub and Admin Pay O/H	1,597	1,981	3,055	3,898	91%	54%	28%		1%	1%	1%	2%
369	Pub and Admin Pre Project Pay	765	4,713	2,346	5,000	207%	-50%	113%		0%	3%	1%	2%
370	Pub and Admin Pre Project Pay O/H	94	582	290	750	207%	-50%	159%		0%	0%	0%	0%
371	Director Pay	0	0	20,517	35,000	all +	all -	71%		0%	0%	9%	14%
372	Director Pay O/H	0	0	2,532	5,247	all +	all -	107%		0%	0%	1%	2%
373	Misc Pub and Admin Expenses	0	0	3,664	4,000	all +	all -	9%		0%	0%	2%	2%
374	*Total Pub and Admin Expenses*	*15,397*	*23,327*	*57,153*	*79,894*	*271%*	*145%*	*40%*		*9%*	*13%*	*26%*	*31%*
375													
376	Insurance Workers Comp	2,694	5,158	3,806	5,000	41%	-26%	31%		2%	3%	2%	2%
377	Paid Vacation & Bonus Expense	10,660	9,764	6,236	8,000	-42%	-36%	28%		6%	5%	3%	3%
378	Kaiser Health Plan	3,237	3,828	5,392	6,000	67%	41%	11%		2%	2%	2%	2%
379	Taxes Payroll	24,889	25,059	27,756	28,000	12%	11%	1%		14%	14%	12%	11%
380	*Total Payroll-Related Expenses*	*41,481*	*43,809*	*43,190*	*47,000*	*4%*	*-1%*	*9%*		*23%*	*24%*	*19%*	*18%*
381													
382	Office Pay	31,813	30,028	36,221	36,000	14%	21%	-1%		18%	16%	16%	14%
383	Office Pay O/H	3,927	3,706	4,471	5,397	14%	21%	21%		2%	2%	2%	2%
384	Insurance Other	1,715	2,186	1,942	1,800	13%	-11%	-7%		1%	1%	1%	1%
385	Taxes Other	2,148	2,040	1,827	2,000	-15%	-10%	9%		1%	1%	1%	1%
386	Office and Computer Supplies	5,780	3,446	8,345	8,000	44%	142%	-4%		3%	2%	4%	3%
387	Equip Rental Maint and Supplies	6,890	7,972	4,655	5,000	-32%	-42%	7%		4%	4%	2%	2%
388	Legal Professional and Copyright	3,887	4,433	1,323	2,000	-66%	-70%	51%		2%	2%	1%	1%
389	Interest and Penalties	2,783	2,523	2,075	2,000	-25%	-18%	-4%		2%	1%	1%	1%
390	Bank Service Fees	1,347	554	586	600	-57%	6%	2%		1%	0%	0%	0%
391	Misc Expenses	1,414	1,321	1,236	1,500	-13%	-6%	21%		1%	1%	1%	1%
392	WELL Repay Expenses	-3,600	-2,996	0	0	-100%	-100%	all -		-2%	-2%	0%	0%
393	*Total General Business Expenses*	*58,103*	*55,214*	*62,680*	*64,297*	*8%*	*14%*	*3%*		*33%*	*30%*	*28%*	*25%*
394													
395	Telephone	8,576	6,281	6,777	7,000	-21%	8%	3%		5%	3%	3%	3%
396	Postage & FAX	11,244	10,210	8,771	10,000	-22%	-14%	14%		6%	6%	4%	4%
397	*Total Phone/Postage/FAX Expenses*	*19,821*	*16,491*	*15,548*	*17,000*	*-22%*	*-6%*	*9%*		*11%*	*9%*	*7%*	*7%*
398													
399	Container Rent	2,410	2,510	2,610	2,640	8%	4%	1%		1%	1%	1%	1%
400	Building Rent	35,248	36,523	37,182	37,500	5%	2%	1%		20%	20%	17%	15%
401	Building Maintenance	1,097	1,414	1,963	2,500	79%	39%	27%		1%	1%	1%	1%
402	Utilities	5,218	3,978	3,251	3,500	-38%	-18%	8%		3%	2%	1%	1%
403	*Total Rent & Facilites Expenses*	*43,973*	*44,425*	*45,005*	*46,140*	*2%*	*1%*	*3%*		*25%*	*24%*	*20%*	*18%*
404													
405	* Total Expenses *	178,774	183,266	223,577	254,331	25%	22%	14%		100%	100%	100%	100%
406													
407	*Net General/Admin/Misc:*	*-137,625*	*-137,754*	*-8,136*	*-60,809*	*-94%*	*-94%*	*647%*					
408													
409													

	A	B	C	D	E	F	G	H	I	J	K	L	M
410	**Dept-by-Dept Summary:**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
411		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
412													
413	Total Sub/Back Issue/Contrib Income:	292,303	353,637	417,168	424,000	43%	18%	2%		64%	65%	64%	69%
414	Total Newsstand Income:	124,683	139,927	174,869	155,000	40%	25%	-11%		27%	26%	27%	25%
415	Total Mailing List Income:	17,877	19,273	24,851	18,000	39%	29%	-28%		4%	4%	4%	3%
416	Total Book & Other Product Income:	23,107	30,232	33,329	20,000	44%	10%	-40%		5%	6%	5%	3%
417	** TOTAL INCOME **	*457,970*	*543,070*	*650,217*	*617,000*	*42%*	*20%*	*-5%*		*100%*	*100%*	*100%*	*100%*
418													
419	Total Sub Fulfillment Expenses:	70,666	95,901	65,528	78,497	-7%	-32%	20%		24%	31%	20%	23%
420	Total Printing Expense:	90,885	94,884	95,598	99,000	5%	1%	4%		31%	30%	30%	29%
421	Total Promotional Expenses:	116,789	97,332	103,868	106,797	-11%	7%	3%		40%	31%	32%	32%
422	Total Mailing List Rental Expenses:	2,725	2,554	3,164	3,500	16%	24%	11%		1%	1%	1%	1%
423	Total Book & Other Product Expenses:	10,998	23,114	20,707	15,000	88%	-10%	-28%		4%	7%	6%	4%
424	Circ/Full/Dir Sales Contrib. to General C	0	0	35,000	35,000	all +	all +	0%		0%	0%	11%	10%
425	** TOTAL EXPENSES **	*292,062*	*313,785*	*323,865*	*337,795*	*11%*	*3%*	*4%*		*100%*	*100%*	*100%*	*100%*
426													
427	*Circ/Full/Direct Sales Dept. Net:*	*165,907*	*229,285*	*326,351*	*279,205*	*97%*	*42%*	*-14%*					
428													
429	Total Expenses (no income):	$114,157	$136,765	$172,936	$181,143	20%	26%	5%		12%	17%	16%	19%
430	*Edit/Research Dept Net:*	*($114,157)*	*($136,765)*	*($172,936)*	*($181,143)*	*51%*	*26%*	*5%*					
431													
432	Total Income:	$0	$0	$401	$0	all +	all -	-100%		0%	0%	0%	0%
433	Total Expenses:	$82,680	$86,047	$134,888	$138,695	63%	57%	3%		9%	11%	12%	14%
434	*Production Dept Net:*	*($82,680)*	*($86,047)*	*($134,487)*	*($138,695)*	*63%*	*56%*	*3%*					
435													
436	Total Income:	$280,000	$34,193	$66,625	$14,700	-76%	95%	-78%		34%	5%	6%	2%
437	Total Expenses:	$254,102	$10,800	$63,547	$11,058	-75%	488%	-83%		26%	1%	6%	1%
438	*Books, CD-ROM & GBN Net:*	*$25,898*	*$23,393*	*$3,078*	*$3,642*	*-88%*	*-87%*	*18%*					
439													
440	Total Income:	$28,600	$28,600	$28,050	$28,000	-2%	-2%	0%		3%	4%	2%	3%
441	Total Expenses:	$25,785	$24,189	$33,418	$33,598	30%	38%	1%		3%	3%	3%	4%
442	*Chronicle Net:*	*$2,815*	*$4,411*	*($5,368)*	*($5,598)*	*-291%*	*-222%*	*4%*					
443													
444	Total Income:	$4,494	$4,928	$7,991	$8,000	78%	62%	0%		1%	1%	1%	1%
445	*Total Expenses:*	*$0*	*$0*	*$2,500*	*$2,500*	all +	all -	0%		0%	0%	0%	0%
446	*Unclassifieds Net:*	*$4,494*	*$4,928*	*$5,491*	*$5,500*	*22%*	*11%*	*0%*					
447													
448	Contributions WEI	0	15,727	50,267	0	all +	220%	-100%		#NUMI	92%	38%	#NUMI
449	Cyberthon Income	0	0	91,865	0	all +	all -	-100%		#NUMI	0%	70%	#NUMI
450	Library Project Income	0	0	5,000	0	all +	all -	-100%		#NUMI	0%	4%	#NUMI
451	Environmental Projects Income	0	0	0	0	all +	all -	all -		#NUMI	0%	0%	#NUMI
452	** TOTAL INCOME **	*$0*	*$15,727*	*$147,132*	*$0*	*all +*	*836%*	*-100%*		*0%*	*2%*	*13%*	*0%*
453													
454	Total WEI FR Expenses	0	17,066	28,298	0	all +	66%	-100%		#NUMI	100%	21%	#NUMI
455	Total Cyberthon Expenses	0	0	96,323	0	all +	all -	-100%		#NUMI	0%	73%	#NUMI
456	Total Library Project Expenses	0	0	6,080	0	all +	all -	-100%		#NUMI	0%	5%	#NUMI
457	Total Environmental Projects Expenses	0	0	1,092	0	all +	all -	-100%		#NUMI	0%	1%	#NUMI
458	** TOTAL EXPENSES **	*$0*	*$17,066*	*$131,793*	*$0*	*all +*	*672%*	*-100%*		*0%*	*2%*	*12%*	*0%*
459													
460	WEI Fundraising Net	0	-1,339	21,969	0	all +	-1741%	-100%					
461	Cyberthon Net	0	0	-4,458	0	all +	all -	-100%					
462	Library Project Net	0	0	-1,080	0	all +	all -	-100%					
463	Environmental Projects Net	0	0	-1,092	0	all +	all -	-100%					
464	*WE Institute Net:*	*$0*	*($1,339)*	*$15,339*	*$0*	*all +*	*#####*	*-100%*					
465													
466	Total Income:	$19,750	$15,100	$15,575	$0	-21%	3%	-100%		2%	2%	1%	0%
467	Total Expenses:	$19,750	$15,075	$8,000	$0	-59%	-47%	-100%		2%	2%	1%	0%
468	*Pass Thru Grants Net:*	*$0*	*$25*	*$7,575*	*$0*	*all +*	*#####*	*-100%*					
469													

	A	B	C	D	E	F	G	H	I	J	K	L	M
470	Total Misc. Pub & Admin Income	8,599	9,555	12,905	11,000	50%	35%	-15%		21%	21%	6%	6%
471	Total Salary/OPS Overhead Income	32,550	35,957	41,536	49,023	28%	16%	18%		79%	79%	19%	25%
472	Total Dept. Contrib. to General O/H Incom	0	0	161,000	133,500	all +	all -	-17%		0%	0%	75%	69%
473	** Total Income **	*$41,149*	*$45,512*	*$215,441*	*$193,523*	*424%*	*373%*	*-10%*		*5%*	*7%*	*19%*	*22%*
474													
475	Total Pub and Admin Expenses	15,397	23,327	57,153	79,894	271%	145%	40%		#DIV/0!	137%	43%	#DIV/0!
476	Total Payroll-Related Expenses	41,481	43,809	43,190	47,000	4%	-1%	9%		#DIV/0!	257%	33%	#DIV/0!
477	Total General Business Expenses	58,103	55,214	62,680	64,297	8%	14%	3%		#DIV/0!	324%	48%	#DIV/0!
478	Total Phone/Postage/FAX Expenses	19,821	16,491	15,548	17,000	-22%	-6%	9%		#DIV/0!	97%	12%	#DIV/0!
479	Total Rent & Facilites Expenses	43,973	44,425	45,005	46,140	2%	1%	3%		#DIV/0!	260%	34%	#DIV/0!
480	** Total Expenses **	*$178,774*	*$183,266*	*$223,577*	*$254,331*	*25%*	*22%*	*14%*		*18%*	*23%*	*20%*	*27%*
481													
482	*Net General/Admin/Misc:*	*($137,625)*	*($137,754)*	*($8,136)*	*($60,809)*	*-94%*	*-94%*	*647%*					
483													

	A	B	C	D	E	F	G	H	I	J	K	L	M
484	**Dept-by-Dept Summary (Totals):**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
485		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
486													
487	*Circ/Fulf/Direct Sales Dept. Net:*	*$165,907*	*$229,285*	*$326,351*	*$279,205*	*97%*	*42%*	*-14%*					
488	*Edit/Research Dept Net:*	*($114,157)*	*($136,765)*	*($172,936)*	*($181,143)*	*51%*	*26%*	*5%*					
489	*Production Dept Net:*	*($82,680)*	*($86,047)*	*($134,487)*	*($138,695)*	*63%*	*56%*	*3%*					
490	*Unclassifieds Net:*	*$4,494*	*$4,928*	*$5,491*	*$5,500*	*22%*	*11%*	*0%*					
491	**Whole Earth Review Net:**	($26,436)	$11,401	$24,419	($35,133)	*-192%*	*114%*	*-244%*					
492													
493	**Grand Total Income:**	*831,963*	*687,130*	*1,131,432*	*861,223*	*36%*	*65%*	*-24%*		**100%**	**100%**	**100%**	**100%**
494	**Grand Total Expenses:**	*967,310*	*786,993*	*1,092,024*	*956,621*	*13%*	*39%*	*-12%*		**100%**	**100%**	**100%**	**100%**
495	**Grand Total Net:**	*-135,347*	*-99,863*	*39,407*	*-95,398*	*-129%*	*-139%*	*-342%*					
496	(check sum - should be 0)	0	0	0	0					0%	0%	0%	0%
497													
498	**GT Income w/o WEI:**	*831,963*	*671,403*	*984,300*	*861,223*	*18%*	*47%*	*-13%*					
499	**GT Expenses w/o WEI:**	*967,310*	*769,927*	*960,232*	*956,621*	*-1%*	*25%*	*0%*					
500	**GT Net w/o WEI:**	*-135,347*	*-98,524*	*24,068*	*-95,398*	*-118%*	*-124%*	*-496%*					
501													
502	**Payroll Summary:**	Actual	Actual	Actual	Projected	Pct Diff	Pct Diff	Pct Diff		PCT OF TOTAL			
503		1988	1989	1990	1991	88>90	89>90	90>91		1988	1989	1990	1991
504													
505	Circulation Pay	45,088	46,425	32,375	32,000	-28%	-30%	-1%		9%	14%	8%	9%
506	MacSub Fulfillment OPS	4,388	154	727	0	-83%	372%	-100%		1%	0%	0%	0%
507	MacSUB Fulfillment Pay	24,841	27,995	22,278	30,000	-10%	-20%	35%		5%	9%	6%	8%
508	Editorial Pay	50,721	62,115	66,001	66,000	30%	6%	0%		10%	19%	17%	18%
509	Research Pay	19,139	18,387	14,359	15,000	-25%	-22%	4%		4%	6%	4%	4%
510	Production Pay	51,032	53,010	56,349	56,000	10%	6%	-1%		10%	16%	14%	16%
511	Production OPS	38	0	1,190	2,000	3008%	all -	68%		0%	0%	0%	1%
512	Outside Production Work	3,805	5,027	5,248	5,000	38%	4%	-5%		1%	2%	1%	1%
513	Book, CD-ROM & GBN Salaries & OPS *	211,415	7,589	32,558	5,508	-85%	329%	-83%		42%	2%	8%	2%
514	Office Pay	31,813	30,028	36,221	36,000	14%	21%	-1%		6%	9%	9%	10%
515	Pub and Admin Pay	12,940	16,052	24,749	26,000	91%	54%	5%		3%	5%	6%	7%
516	Pub and Admin Pre Project Pay	765	4,713	2,346	5,000	207%	-50%	113%		0%	1%	1%	1%
517	Director Pay	0	0	20,517	35,000	all +	all -	71%		0%	0%	5%	10%
518	WEI Fundraising Salaries	0	18	0	0	all +	-100%	all -		0%	0%	0%	0%
519	WEI Fundraising OPS	0	10,894	14,000	0	all +	29%	-100%		0%	3%	4%	0%
520	Cyberthon Salaries	0	0	3,022	0	all +	all -	-100%		0%	0%	1%	0%
521	Cyberthon OPS	0	0	14,500	0	all +	all -	-100%		0%	0%	4%	0%
522	Library Project Salaries	0	0	3,302	0	all +	all -	-100%		0%	0%	1%	0%
523	Library Project OPS	0	0	125	0	all +	all -	-100%		0%	0%	0%	0%
524	Environmental Projects Salaries	0	0	54	0	all +	all -	-100%		0%	0%	0%	0%
525	Environmental Projects OPS	0	0	0	0	all +	all -	all -		0%	0%	0%	0%
526	*Total Pay (Salaries & OPS)*	*455,986*	*282,406*	*349,921*	*313,508*	*-23%*	*24%*	*-10%*		*92%*	*87%*	*89%*	*87%*
527													
528	Insurance Workers Comp	2,694	5,158	3,806	5,000	41%	-26%	31%		1%	2%	1%	1%
529	Paid Vacation & Bonus Expense	10,660	9,764	6,236	8,000	-42%	-36%	28%		2%	3%	2%	2%
530	Kaiser Health Plan	3,237	3,828	5,392	6,000	67%	41%	11%		1%	1%	1%	2%
531	Taxes Payroll	24,889	25,059	27,756	28,000	12%	11%	1%		5%	8%	7%	8%
532	*Total Payroll Related Expenses*	*41,481*	*43,809*	*43,190*	*47,000*	*4%*	*-1%*	*9%*		*8%*	*13%*	*11%*	*13%*
533													
534	* TOTAL PAYROLL & REL. EXPENSES *	497,467	326,216	393,111	360,508	-21%	21%	-8%		100%	100%	100%	100%
535													
536	Notes:												
537	* 1990 does NOT Include Restoration Book Monies												